ABORIGINAL AFFAIRS AND INTERGOVERNMENTAL RELATIONS

1. OVERVIEW

MISSION

The Department of Aboriginal Affairs and Intergovernmental Relations is responsible for negotiating, implementing and monitoring land, resources and self-government agreements, including Treaty Land Entitlements; managing the GNWT's relationship with the federal government and with provincial, territorial and Aboriginal governments and circumpolar countries, in all matters of intergovernmental significance; and providing strategic advice on matters pertaining to federal-provincial-territorial-Aboriginal relations.

GOALS

1. The conclusion of land, resources and self-government agreements in a manner that respects the inherent right of self-government and ensures an overall effective, affordable and workable system of governance, capable of providing an adequate and comparable level of quality programs and services to all NWT residents.

2. The successful ongoing implementation and monitoring of land, resources and self-government agreements by ensuring all GNWT obligations within the agreements are met.

3. Constructive and co-operative intergovernmental relations with federal, provincial, territorial, Aboriginal and foreign governments that are based on mutual respect.

KEY ACTIVITIES

- Corporate Management
- Negotiating Land, Resources and Self-government Agreements
- Implementing and Monitoring Land, Resources and Self-government Agreements
- Managing the GNWT's Intergovernmental Relations

2. EMERGING ISSUES

Improving Relations with NWT Aboriginal Governments
The GNWT has a unique and complex relationship with Aboriginal governments, which is evolving as both Aboriginal and public governments are taking on additional responsibilities through devolution and land, resources and self-government agreements. The subsequent changes in responsibilities and authorities will impact the nature of intergovernmental relations amongst all governments. Care and discipline will thus be required to ensure that intergovernmental relations remain respectful and adjust to the ever changing political dynamic at play in the NWT.

The GNWT recognizes that effective government-to-government relations are based on mutual respect, recognition and responsibility. An Aboriginal Government Engagement Strategy will serve as a tool for the GNWT to formally express its commitment to a set of guiding principles, and identify a number of actions and approaches that can be used to work respectfully and effectively with Aboriginal governments. Success in improving relations will also require all participating governments' commitment to resolve areas of disagreement or, where this is not possible, communicate perspectives and decisions in a respectful manner.

Effective Coordination of Territorial–Federal Relations
An essential element of Canadian confederation is for provincial and territorial governments to work with the federal government, individually and collectively, on issues that involve more than one level of government. Such government-to-government relations support not only principles of good governance but are practiced out of necessity.

In light of the current federal government's emphasis on Canada's Northern regions, and an emergence of many commonly held priorities between the GNWT and the federal government, the GNWT is optimistic that significant progress on joint territorial-federal priorities can be achieved.

A comprehensive Federal Engagement Strategy will provide an overall disciplined approach to the GNWT's interaction with the federal government with a view to increasing the effectiveness of our relationship and achieving consistency across government when engaging with federal departments.

One area requiring more productive relations with the federal government is the issue of governance as negotiated at Aboriginal rights negotiating tables. The department will continue to reach out to the Aboriginal Affairs and Northern Development Canada to talk about how best to achieve an overall effective, efficient and affordable system of governance in the NWT.

Overall Effective and Workable System of Governance
The federal government has made changes in its approach to governing structures at self-government negotiations. A growing reluctance on the part of Canada to advance or consider inclusive models of self-government that would serve and represent all residents of a community or region represents a significant shift. These changes appear to reflect a new federal vision of self-government and self-government implementation in the NWT. The federal government's position has particular consequences for the negotiation of community-based Self-Governments because it risks entrenching multiple governments at the community level, thereby ensuring ongoing complexity in the NWT's governance environment.

It will largely be the GNWT's responsibility to advocate for an overall effective and workable system of governance in the NWT. The GNWT is the only government that can speak on behalf of all

territorial residents, and this means it must continue to represent the interests of all residents (Aboriginal and non-Aboriginal).

Competing Interests for Land and Resources

Competing and often incompatible interests amongst the parties (GNWT, Canada and the Aboriginal party) to land and resources negotiations in the NWT are resulting in an increasingly complex negotiating environment. This challenges the GNWT's ability to meet territorial interests relating to land and resources, find fair and workable solutions on issues such as the selection of settlement land by Aboriginal parties, and establish workable resource management regimes.

Land selection negotiations face new challenges due to:

- Less Crown land being available for selection by the Aboriginal party (as settlement land) as a result of a significant amount of Crown land being set aside for conservation or protection;
- The overlapping asserted traditional territories of NWT Aboriginal groups, which results in more than one Aboriginal party having interests in certain areas; and
- A new federal approach to land selection that requires multiple quanta of land for Aboriginal parties whose traditional territory straddles territorial / provincial boundaries.

Instructions for GNWT negotiators will have to balance these competing interests, anticipate challenges, consider solutions, and predict the reaction of the other parties, while ensuring NWT interests are reflected in completed agreements.

GNWT's Program and Service Delivery Role in a Self-Government Environment

At self-government negotiations, the GNWT has been under growing pressure, particularly from the federal government, to enter into intergovernmental arrangements for the joint delivery of social envelope programs and services, and to entrench these arrangements in self-government agreements. While joint program and service delivery arrangements can serve a number of objectives, including the capacity building of self-governments, the necessity, duration and nature of these agreements will fluctuate over time and between different Self-Governments.

In considering joint program and service delivery arrangements with Self-Governments, the GNWT will need to balance potentially conflicting objectives, including: the need to maintain a degree of consistency in its approach to program and service delivery NWT-wide; the need for an effective and efficient system of program and service delivery; and the need to support Self-Governments' aspirations for greater involvement and authority in program and service delivery through initiatives and approaches that will build capacity in NWT communities.

Financing Self-Governments

Through its *Fiscal Harmonization Initiative*, the federal government is currently developing a new approach to funding self-government implementation. Rather than negotiating funding arrangements with Self-Governments, the federal government is pursuing a national, policy-based formula approach to determine self-government funding levels. While the details of the formula have not yet been released, the GNWT remains concerned that NWT Self-Governments will not be adequately resourced to fully implement their agreements and exercise their jurisdictions and authorities. Once the federal *Fiscal Harmonization Initiative* has been fully articulated, it will be important for the GNWT to consider what the full impact of the initiative may be on self-government implementation in the NWT, and on the GNWT's fiscal relations with Self-Governments.

Regardless of the approach taken in response to *Fiscal Harmonization*, it will be important for the GNWT to continue to lobby Canada to provide adequate funding to Self-Governments to fully and meaningfully implement their self-government agreements. It will also be crucial for the GNWT to continue to engage with Self-Governments on this important issue. The significant funding gap

identified by the GNWT to fully implement self-government agreements should continue to be an important aspect of these engagement efforts.

Need to Develop a Departmental Consultation Framework

The GNWT has a legal and constitutional duty to consult and, if appropriate, accommodate Aboriginal peoples' Aboriginal and/or treaty rights whenever it considers carrying out a government action that has the potential to negatively affect the Aboriginal and/or treaty rights of the members of an Aboriginal group. The GNWT's commitment to meaningful Aboriginal consultation ensures that the GNWT carries out its roles and responsibilities in a manner that is in keeping with the Honour of the Crown. In addition, appropriate and meaningful Aboriginal consultation ensures that the GNWT is not only meeting its legal obligations and duties, but is continuously building positive and respectful relations with the NWT's Aboriginal peoples.

The GNWT has a formalized approach to Aboriginal consultation, as defined in its Consultation Framework, which remains current as the law evolves and is applied in a uniform and consistent fashion across the GNWT. While all GNWT departments are guided by the GNWT's Consultation Framework, each department has the option of developing its own consultation framework to provide further guidance that reflects its operational requirements.

DAAIR has been closely following recent court rulings in this area, recognizing that each new ruling may have implications on the negotiation of Aboriginal rights agreements. In view of some of the most recent court rulings, DAAIR has recognized the need to develop its own departmental consultation framework, which will provide specific guidance to DAAIR staff. In particular, DAAIR recognizes that the GNWT may have a duty to consult Aboriginal groups where overlapping interests are at play during various stages of negotiations. The departmental framework will provide assistance to determine when and with whom such consultations take place.

3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.

b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.

c) **Putting Priorities into Action** describes current major activities the department is leading in supporting the priorities identified by the 17th Assembly.

d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.

e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17th Legislative Assembly as well as initiatives planned for 2012-13.

f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.

g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

a) Fiscal Position and Budget

DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	($000)	($000)	($000)	($000)
OPERATIONS EXPENSE				
Corporate Management	2,456	2,486	2,411	2,592
Negotiations	2,442	2,641	2,841	2,183
Implementation	696	664	664	469
Intergovernmental Relations	1,710	2,097	1,703	2,230
TOTAL OPERATIONS EXPENSE	7,304	7,888	7,619	7,474
REVENUES	0	140	0	0

OPERATION EXPENSE SUMMARY

	Main Estimates 2011-12	Proposed Adjustments: Forced Growth	Proposed Adjustments: Initiatives	Proposed Adjustments: Sunsets and Other Adjustments	Proposed Adjustments: Internal Reallocations	Proposed Budget 2012-13
	($000)	($000)	($000)	($000)	($000)	($000)
Corporate Management						
Directorate	1,242	0	0	-5	0	1,237
Policy, Planning & Communications	1,169	0	0	-65	115	1,219
Total Corp. Mgmt	**2,411**	**0**	**0**	**-70**	**115**	**2,456**
Negotiations	2,841	0	0	0	-399	2,442
Total Negotiations	**2,841**	**0**	**0**	**0**	**-399**	**2,442**
Implementation	664	0	0	0	32	696
Total Implementation	**664**	**0**	**0**	**0**	**32**	**696**
Intergovernmental Relations	1,703	0	0	-245	252	1,710
Total Intergov. Relations	**1,703**	**0**	**0**	**-245**	**252**	**1,710**
TOTAL DEPARTMENT	**7,619**	**0**	**0**	**-315**	**0**	**7,304**

REVENUE SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	($000)	($000)	($000)	($000)
OTHER RECOVERIES				
Corporate Sponsorship - 2011 Western Premiers' Conference	0	140	0	0
TOTAL	0	140	0	0
REVENUES	**0**	**140**	**0**	**0**

b) Key Activities

KEY ACTIVITY 1: CORPORATE MANAGEMENT

Description

The **Directorate** manages the internal operations of the department and provides strategic advice and support to the Minister. The division administers the grants and contributions program available to Aboriginal governments and organizations.

The **Policy, Planning and Communications Division** provides policy advice, information and assistance to the department, and coordinates the department's financial, human resources and business planning activities, as well as administers all records management. The division leads the development and review of negotiating mandates that guide GNWT negotiating teams at all land, resources and self-government negotiations. The division is also responsible for the department's legislative initiatives, communications projects and strategies.

Major Program and Services 2012-13

Driven by upcoming milestones at Aboriginal rights negotiations, DAAIR will conduct mandate compliance reviews and undertake work to bring forward proposals for new and revised negotiating mandates to address emerging issues at land, resources and self-government negotiations in the NWT. This work will include developing mandates that will guide the GNWT as it considers entering into specific intergovernmental service arrangements (ISAs) with Self-Governments for program and service delivery in a self-government environment.

To ensure consistency with evolving jurisprudence in the area of Aboriginal consultation, DAAIR, in collaboration with the Department of Justice and its Consultation Unit, will develop an internal consultation framework that will guide all DAAIR staff.

DAAIR will undertake a public education campaign aimed at raising awareness of Aboriginal rights in the NWT, including increasing NWT residents' knowledge and understanding of current negotiations, settled agreements and how these agreements will affect all territorial residents. This campaign, which will also include a focus on educating GNWT staff, will complement the GNWT's Aboriginal Government Engagement Strategy.

In 2011-12, DAAIR undertook a critical analysis of the current human resources practices of the department as well as current and anticipated workforce requirements and labour market conditions. The results of this analysis formed the basis of a departmental Human Resources Plan that will guide DAAIR's human resources activities over the next four years. In 2012-13, DAAIR will begin implementing the action plan set out in the Human Resources Plan to ensure that the department builds upon its strengths and addresses key human resources issues that could have a negative impact on its workforce. DAAIR will also pursue developmental programs and opportunities that will foster increased participation of Aboriginal employees in senior management positions.

During the Premier's engagement in government-to-government meetings with Aboriginal

governments and community leaders, concerns were raised over the level of core funding that the GNWT provides to Métis Locals. The existing funding program does not provide for any inflationary adjustments and therefore the level of base core funding has remained unchanged for over a decade. In response, DAAIR will undertake a review of its *Core Funding to Métis Locals program* to assess the adequacy of current funding levels. Should the outcome of this review determine that the level of core funding to Métis Locals be increased, DAAIR would bring forward a proposal for consideration in the next business planning process.

DAAIR will continue to support the Minister's participation in the Aboriginal Affairs Working Group (comprised of provincial/territorial Ministers of Aboriginal Affairs and the five Leaders of National Aboriginal Organizations) to advance the work of improving the socio-economic conditions for First Nation, Inuit and Métis across Canada.

Measures Reporting
(Measures reflect data to March 31, 2012)

Measure 1
Progress Made on the Comprehensive Mandate Review Project

In August 2011, the department completed the comprehensive review of all existing negotiating mandates that provide instruction to GNWT negotiators at self-government negotiations. This two year-project resulted in 32 revised self-government negotiating mandates receiving Cabinet approval. The project also included the creation of a Governance Framework foundational document that serves to anchor all of the GNWT's self-government negotiating mandates. This fulfilled the department's commitment to complete the project within the life of the 16th Legislative Assembly. The department will also continue to develop new and revised negotiating mandates to address emerging issues at Aboriginal rights negotiations.

Measure 2
Number of GNWT Employees that have Completed Consultation Training

In support of the GNWT's desire for a coordinated and consistent approach to consultation with Aboriginal governments and organizations, DAAIR, in collaboration with the Department of Justice, delivered a total of 10 consultation training sessions to GNWT staff in all regions. In all, 74 GNWT staff received training in 2010-2011. Effective April 2011, an Aboriginal Consultation Unit was established in the Department of Justice to provide advice and legal support to GNWT departments engaged in consultation activities, including the ongoing delivery of training.

KEY ACTIVITY 2: NEGOTIATING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS

Description

The **Negotiations Division** is responsible for leading the GNWT's participation at land, resources and self-government negotiations in the NWT. Successfully concluding land, resources and self-government agreements throughout the NWT will lay the foundation for attaining political certainty, building mutually respectful intergovernmental relations and realizing the economic potential of the NWT.

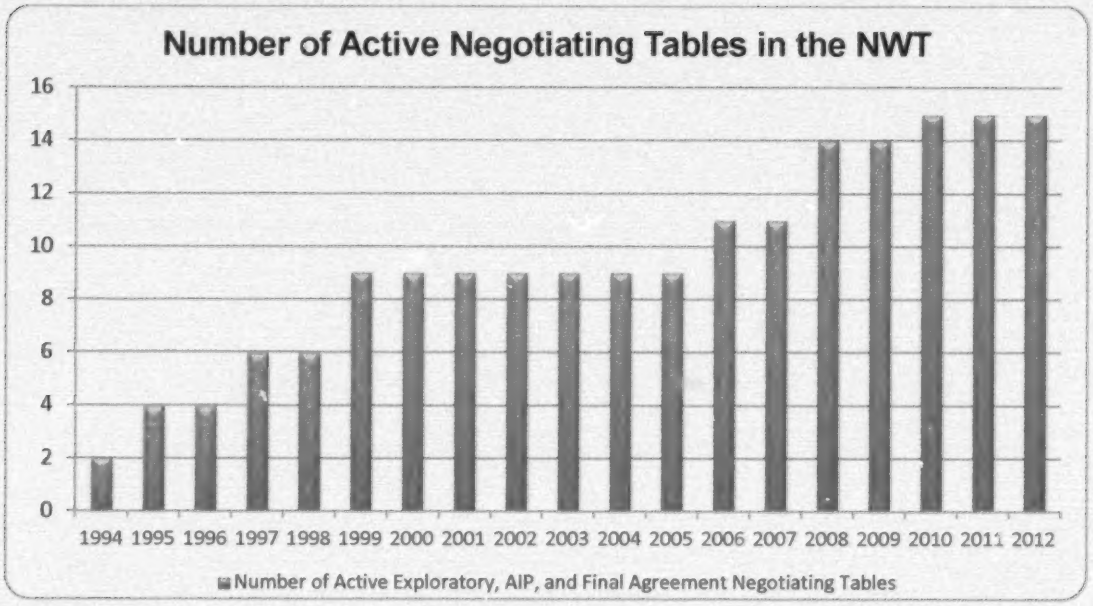
Major Program and Service Initiatives 2012-13

DAAIR will continue to represent the GNWT at 15 land, resources and self-government negotiations in the NWT. While each table is presently at a different stage of negotiations and progress is dependent on the collaborative efforts of all parties to negotiations, the following results at negotiations may be anticipated in 2012-2013:

1. Conclude the Délıne Final Self-Government Agreement
2. Conclude an Inuvialuit Self-Government Agreement-in-Principle
3. Conclude an Acho Dene Koe Land, Resources and Governance Agreement-in-Principle
4. Conclude a Northwest Territory Métis Nation Phase I Agreement-in-Principle
5. Conclude a Colville Lake Self-Government Framework Agreement
6. Advance a Dehcho Land, Resources and Self-Government Agreement-in-Principle
7. Advance a Tulita Self-Government Agreement-in-Principle
8. Advance a Norman Wells Land Corporation Self-Government Agreement-in-Principle
9. Advance an Akaitcho Dene Land, Resources and Self-Government Agreement-in-Principle
10. Advance a Gwich'in Self-Government Agreement-in-Principle
11. Advance a Fort Good Hope Self-Government Framework Agreement
12. Advance a Kátl'odeeche First Nation (KFN) Framework Agreement, once the KFN have decided on whether to pursue a Treaty Land Entitlement, a community-based land claim or remain with the Dehcho Process in the negotiation of a regional land, resources and self-government agreement
13. Advance the Framework Agreement for First Nation of Nacho Nyak Dun and commence transboundary negotiations
14. Advance the finalization of Manitoba Denesuline Settlement Agreement
15. Advance the finalization of Athabasca Denesuline Settlement Agreement

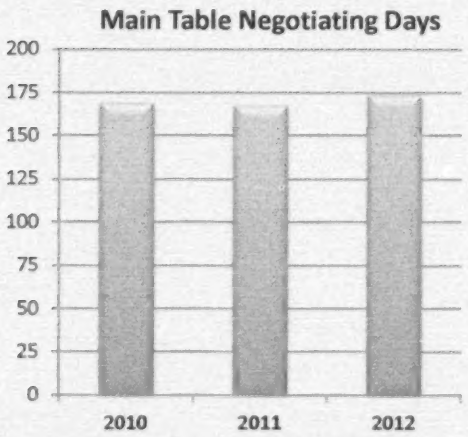
Measures Reporting
(Measures reflect data to March 31, 2012)

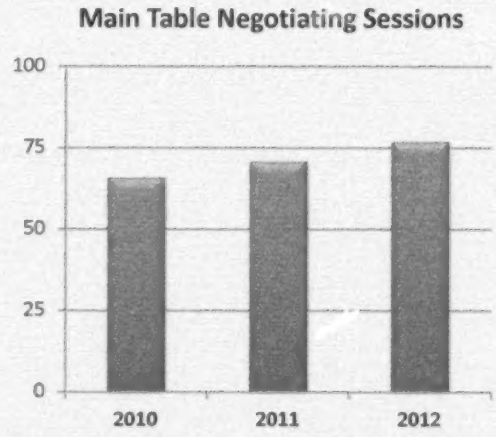
Measure 1
Number of Active Negotiations



Across Canada, Aboriginal rights negotiations take, on average, approximately 20 years to complete. Negotiations in the NWT reflect this trend. Regional land and resources negotiations, fulfilling commitments to negotiate community-based self-government agreements, and increased interest from non-resident Aboriginal groups to settle their Aboriginal and treaty rights in the NWT have increased DAAIR's workload over the last several years.

Measure 2 - *Number of Negotiating Sessions Attended*





With the increase in the number of negotiating tables from 9 in 2005 to 15 today, there has been a corresponding increase in the overall volume of activity for the department. As milestones are approached at some tables, activity levels at those tables have also increased significantly. Negotiations at other tables continue to occur and, while progress has been made at some tables, others require further time and effort on the part of all parties.

Measure 3
Milestones Reached in Negotiating Agreements

- Negotiators have completed an advanced draft of a Self-government Framework Agreement with the Behdzi Ahda First Nation of Colville Lake.
- Negotiators completed a draft Framework Agreement for community-based land claim negotiations with the Kátl'odeeche First Nation.

KEY ACTIVITY 3: IMPLEMENTING AND MONITORING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS

Description

The **Implementation Division** is responsible for negotiating implementation plans and related financing agreements, including incremental costs, associated with implementing land, resources and self-government agreements. It is also responsible for negotiating a comprehensive approach for self-government financing with the federal government.

Fulfilling the GNWT's obligations under land, resources and self-government agreements ensures that Aboriginal governments and the people they represent enjoy the benefits of their agreements. It also builds the foundation for mutually respectful government-to-government relations and promotes comparable levels of programs and services throughout the NWT.

Major Program and Service Initiatives 2012-13

Where joint approaches to program and service delivery are being considered, DAAIR will work collaboratively with social envelope departments, GNWT agencies, Aboriginal governments and Canada to identify arrangements that meet the interests of all parties to an agreement. Where specific program and service initiatives have been identified, such as the repatriation of Aboriginal early childhood education and Tłı̨chǫ scholarship programs with the Tłı̨chǫ Government or the involvement of the future Dél̨ı̨nę Got'ı̨nę Government in K – 12 education, DAAIR will work with departments to identify and assess impacts, determine next steps and coordinate GNWT input and support.

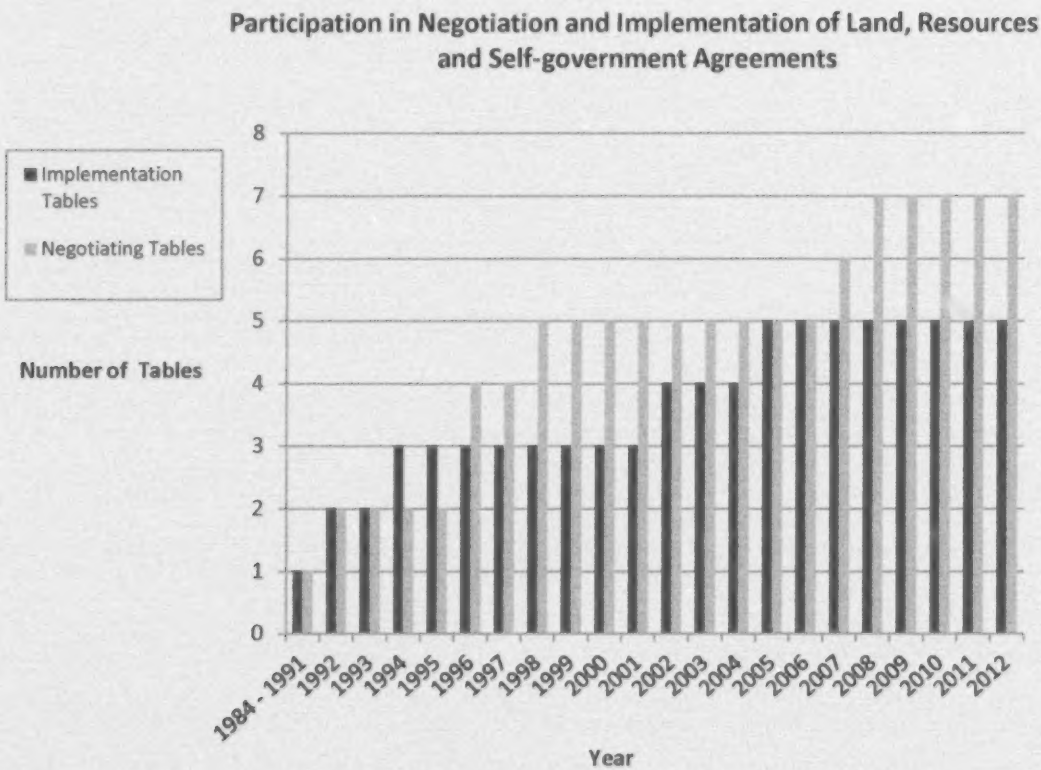
Once the federal *Fiscal Harmonization Initiative* has been fully articulated, DAAIR will continue its efforts to engage Canada and Aboriginal governments in a dialogue respecting the financing of self-government implementation in the NWT. The GNWT will continue its efforts to engage Canada and Aboriginal governments to ensure that all parties to self-government negotiations are fully aware of the funding realities associated with implementing self-government agreements in the NWT.

DAAIR will represent the GNWT at trilateral negotiations for the renewal of 10-year Gwich'in and Sahtu Implementation Plans and related bilateral funding agreements with Canada. DAAIR will also lead GNWT participation at trilateral negotiations for a new 10-year Inuvialuit implementation funding agreement.

DAAIR will conclude the negotiation of a Pre-effective Date Plan, Implementation Plan and Financing Agreement to accompany a Dél̨ı̨nę Final Self-government Agreement, and will represent the GNWT in new trilateral fiscal and implementation processes. Based on current projected negotiating timelines, these will include the negotiation of fiscal agreements and implementation plans associated with an Inuvialuit self-government agreement and the Acho Dene Koe land, resources and self-government agreement. Following ratification of the Dél̨ı̨nę Final Self-Government Agreement, DAAIR will also coordinate the completion of GNWT pre-effective date activities and obligations, as well as the GNWT's participation in tripartite obligations that must be undertaken prior to the effective date of the agreement.

Measures Reporting
(Measures reflect data to March 31, 2012)

Measure 1
Number of Negotiation and Implementation Tables Participated In



Measure 2
Milestones reached in negotiating implementation plans and fiscal agreements

As part of the trilateral Dél̨ı̨ę Joint Fiscal and Implementation Working Group, DAAIR participated in the ongoing negotiation of a consolidated financing agreement for the Dél̨ı̨ę Got'ı̨ę Government. The agreement replaces separate financial transfer and own source revenue agreements, which were previously being negotiated. A single financing agreement will streamline future fiscal relations between the parties. DAAIR also participated in the ongoing negotiation of the Pre-effective Date and Implementation Plans that will accompany the final self-government agreement.

Measure 3
Number of departmental information and advisory sessions

In addition to daily contact with GNWT departments on implementation issues, DAAIR continued to meet with departments at least once per week on average to discuss matters related to the implementation of existing agreements, the completion of a financing agreement and implementation plans to accompany the Dél̨ı̨ę Final Self-Government Agreement as well as the negotiation of fiscal and implementation provisions to be included in agreements-in-principle under negotiation and potential joint program and service delivery arrangements with future Self-Governments.

Specific coordination and education initiatives for 2010-11 included:

- Coordinated and prepared GNWT implementation status reports with departments for discussion at Gwich'in (2), Sahtu (2), Tłı̨chǫ (4) and Inuvialuit (2) implementation committee meetings.
- Coordinated and prepared GNWT input into four annual reports (2009-10) detailing implementation activities of all of the parties to existing land, resources and self-government agreements.
- Coordinated and chaired an interdepartmental implementation working group meeting to discuss current implementation activities, and current or potential fiscal and implementation issues arising at negotiating tables.
- Coordinated GNWT participation at government contracting workshops for Sahtu and Tłı̨chǫ businesses and beneficiaries.
- Coordinated and participated in two meetings between Dél̨ı̨nę self-government team members and GNWT departments to discuss capacity building and the future exercise of self-government jurisdiction in the area of education.
- Coordinated and participated in two workshops of GNWT senior managers and project consultants to assess post self-government program and service delivery models.

Specific coordination and education initiatives for 2011-12 included:

- Coordinated and prepared GNWT implementation status reports with departments for discussion at Gwich'in (2), Sahtu (3), Tłı̨chǫ (3) and Inuvialuit (2) implementation committee meetings.
- Coordinated and prepared GNWT input into four annual reports (2010-11) detailing implementation activities of all of the parties to existing land, resources and self-government agreements.
- Coordinated and chaired an interdepartmental implementation working group meeting to discuss current implementation activities, and current or potential fiscal and implementation issues arising at negotiating tables.
- Coordinated GNWT participation at government economic development programs workshops in Behchokǫ̀ and Yellowknife for Tłı̨chǫ businesses and beneficiaries.
- Coordinated and participated in one meeting between Dél̨ı̨nę self-government team members and Education, Culture and Employment to discuss capacity building and the future exercise of self-government jurisdiction in the area of education.
- Coordinated and participated in the presentation of the results of DAAIR's "Assessment of Joint Program and Service Delivery Arrangements with Sel.-governments" to Deputy and Assistant Deputy Ministers and, in subsequent bilateral workshops, to Aboriginal governments and Canada.
- Coordinated GNWT participation in two engagement sessions on the federal government's new "Fiscal Harmonization" formula approach to funding Aboriginal self-governments.

Measure 4
Number of GNWT-related issues brought before Implementation Committees for resolution

Status reports and implementation committee minutes illustrate that there are currently no outstanding GNWT issues under any land, resources and self-government agreements.

KEY ACTIVITY 4: MANAGING THE GNWT'S INTERGOVERNMENTAL RELATIONS

Description

The **Intergovernmental Relations Division** promotes and advances the GNWT's commitment to develop and maintain mutually respectful intergovernmental relations between the GNWT and federal, provincial, territorial, Aboriginal and international governments. In doing so, the division protects, develops and promotes the interests and aspirations of NWT residents in the GNWT's intergovernmental relations activities.

Major Program and Service Initiatives 2012-13

DAAIR will finalize the development and subsequently oversee the implementation of a comprehensive Aboriginal Government Engagement Strategy which will set out principles of engagement and contain concrete actions departments can undertake to engage in mutually respectful government-to-government relationships with Aboriginal governments at both the community and regional level. It will be the collective responsibility of all departments to do their part in ensuring its proper implementation. In doing so, the GNWT and Aboriginal governments will be better positioned to advance their respective and shared priorities and serve the interests of all NWT residents.

DAAIR will continue to prepare and support the Premier's and Cabinet's engagement in government-to-government meetings with Aboriginal governments and community leaders. Engagement with Aboriginal governments will include regular bilateral meetings between government leaders focusing on regional issues and discussing ways governments can work together.

DAAIR will continue to support the Premier's and Cabinet's attendance at Annual General Assemblies (AGAs) by coordinating the development of GNWT key messages, coordinating briefing material on issues expected to be discussed and through the distribution of resolutions arising from AGAs to relevant departments for appropriate and timely follow-up.

DAAIR will finalize the development and subsequently oversee the implementation of a Federal Engagement Strategy to assist the GNWT in advancing its key federal priorities. The implementation of the overall strategy will be the collective responsibility of Cabinet and lead GNWT departments.

A component of the GNWT's Federal Engagement Strategy will include the strengthening of the GNWT's presence in Ottawa, both at the bureaucratic and political levels. DAAIR, in collaboration with all departments, is developing a proposal for how to strengthen the bureaucratic presence in Ottawa, with an implementation target of April 2013.

DAAIR will prepare for and coordinate activities in support of an NWT Day in Ottawa in early 2013 to showcase the NWT. The purpose of the event will be to raise awareness and understanding of the NWT and the territory's contributions to Canada. This will be accomplished through partnerships that will showcase the territory's culture and traditions and economic potential to the public, business leaders and federal decisions makers.

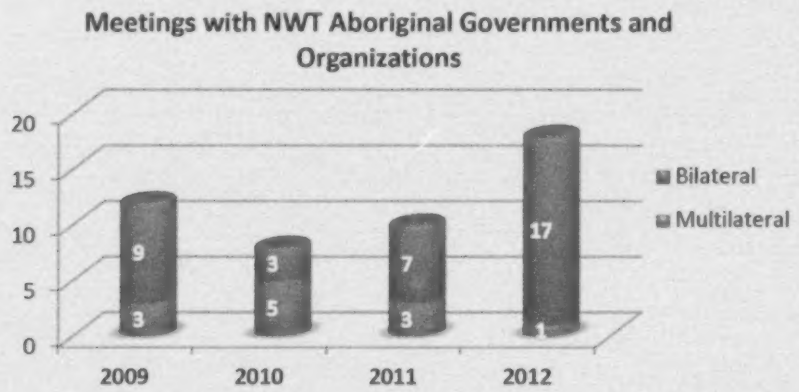
In preparation for Canada assuming the Chairmanship of the Arctic Council in 2013, DAAIR will continue to work with our partners in the Permanent Participant organizations, other territorial governments and the federal government to ensure the GNWT is in a position to effectively

communicate its key interests in the development of Canada's Arctic Council agenda. The Arctic Council is the leading multilateral forum through which the federal government advances its Arctic Foreign Policy priorities and promotes Canada's northern interests. Canada's Arctic Foreign Policy guides its Arctic Council activities and delivers on the international dimension of its *Northern Strategy*.

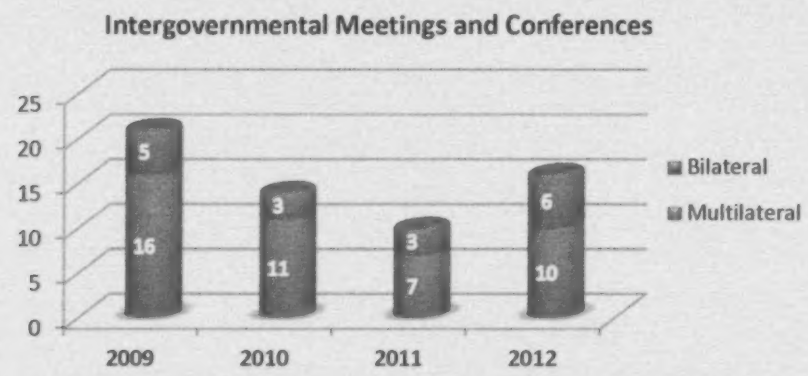
DAAIR will continue to support the participation of the Premier in major intergovernmental meetings such as First Ministers' Meetings, the Council of the Federation meetings, the Western Premiers' Conference and the Northern Premiers' Forum so as to advance GNWT and pan-territorial priorities and objectives and to continue to raise awareness of northern issues at the regional, national and international level.

Measures Reporting
(Measures reflect data to March 31, 2012)

Measure 1
Number of Multilateral and Bilateral Meetings with NWT Aboriginal Governments



Measure 2
Number of Other Bilateral and Multilateral Intergovernmental Meetings/Conferences Supported



c) Responding to Priorities of the 17th Assembly

The department is undertaking the following activities in support of the priorities identified by the 17th Assembly:

Priority 1 – *Build a Strong and Sustainable Future for Our Territory*

Description

DAAIR's core business directly supports the 17th Legislative Assembly's priority of *Building a Strong and Sustainable Future for Our Territory* and the department will continue to work hard at strengthening relationships with Aboriginal and other northern governments.

Planned Activities for 2012-13

- Develop and coordinate the implementation of a Federal Engagement Strategy to assist the GNWT in advancing its key federal priorities. Activities include:
  - Developing a proposal for how to strengthen the GNWT's bureaucratic presence in Ottawa, with an implementation target of April 2013
  - Coordinating a NWT Day in Ottawa in early 2013 to showcase the NWT, raise awareness and understanding of the NWT and our contributions to Canada
- Develop and coordinate the implementation of a comprehensive Aboriginal Government Engagement Strategy with a view to building and maintaining mutually respectful relations and advancing territorial priorities.
- Prepare and support the Premier's and Cabinet's engagement in government-to-government meetings with Aboriginal governments and community leaders. Since the beginning of the 17th Legislative Assembly, government-to-government meetings have been held with almost all Aboriginal governments. Outcomes include:
  - commitment for regular government-to-government meetings to discuss issues of mutual interest and concern
  - commitment to develop intergovernmental agreements with the Tłı̨chǫ Government and the Northwest Territory Métis Nation to formalize government-to-government relationships with the GNWT
- Continue to make progress in finalizing land, resources and self-government agreements that are workable, affordable and respectful of Aboriginal rights. This will require:
  - working with the federal government to reach agreement on a common governance vision for the NWT
  - continue to lobby the federal government to provide adequate funding to Self-Governments to fully and meaningfully implement their self-government agreements
  - developing and revising negotiating mandates to address emerging issues
- Continue the ongoing implementation of land, resources and self-government agreements by ensuring that all GNWT obligations within the agreements are met.

- Continue to build and maintain strong and effective pan-territorial working relationships with the Yukon and Nunavut governments to advance files of pan-territorial and national significance.
- Continue to participate and provide input into the development of a Territorial Land Use Framework and other land management decisions with a view of meeting territorial interests relating to land and resources, finding fair and workable solutions on issues such as the selection of settlement land by Aboriginal parties, and establishing workable resource management regimes.

Participating Departments

These activities will involve most GNWT departments. In particular, it is the collective responsibility of all departments to support the effective implementation of both the Aboriginal Government and Federal Engagement strategies.

Priority 3 – *Strengthen and Diversify Our Economy*

Description

DAAIR's core business supports the 17th Legislative Assembly's priority to *Strengthen and Diversify Our Economy* and the department will continue to provide input into improving the Northwest Territories regulatory processes.

Planned Activities for 2012-13

- Continue to participate and provide input in Regulatory Improvement Initiatives aimed at providing for an effective and efficient NWT regulatory system.
- Continue to ensure that regulatory improvement initiatives are fully respectful of, and compliant with, existing land, resources and self-government agreements in the NWT.

d) Infrastructure Investments

Planned Activities – 2012-13

The department does not anticipate any infrastructure investments in 2012/13.

e) Legislative Initiatives

Planned Activities – 2012-13

As the Dél̨ne Self-Government Agreement, Implementation Plans and Financing Agreement near the completion and ratification stage, DAAIR will commence the development of the required legislation to confirm the Dél̨ne Self-Government Agreement.

f) Human Resources

Overall Human Resource Statistics

All Employees

	2011	%	2010	%	2009	%	2008	%
Total	38	100	43	100	42	100	37	100
Indigenous Employees	25	66	28	65	27	64	20	54
Aboriginal	12	32	14	33	13	31	11	30
Non-Aboriginal	13	34	14	32	14	33	9	24
Non-Indigenous Employees	13	34	15	35	15	36	17	46

Note: Information as of December 31 each year

Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	5	100	5	100	6	100	5	100
Indigenous Employees	2	40	2	40	3	50	2	40
Aboriginal	-	-	-	-	1	17	-	-
Non-Aboriginal	2	40	2	40	2	33	2	40
Non-Indigenous Employees	3	60	3	60	3	50	3	60
Male	4	80	4	80	5	83	4	80
Female	1	20	1	20	1	17	1	20

Note: Information as of December 31 each year

Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-

Note: Information as of December 31 each year

Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	-	-	-	-	-	-	-	-

Note: Information as of December 31 each year

Position Reconciliation

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2011-12 Main Estimates	**Change**	**2012-13 Main Estimates**
Total	40	(1)	39
Indeterminate full-time	40	(1)	39
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Project Manager, Mandate Review	Yellowknife	Headquarters	Deleted	Sunset of term position established in 2010-11

Other Positions

Summary:

	2011-12	**Change**	**2012-13**
Total	4 (Note 1)	-	4
Indeterminate full-time	4	-	4
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation

No position adjustments during the year.

Note 1:

These 4 positions are funded by third-party funding from the federal government to assist the department in providing the overall coordination of GNWT departmental implementation activities and obligations pursuant to the Inuvialuit Final Agreement and the Gwich'in, Sahtu and Tłı̨chǫ implementation plans. It should be noted that the Inuvialuit Regional Corporation, Gwich'in Tribal Council, Sahtu Secretariat Incorporated and the Tłı̨chǫ Government have separate bilateral funding arrangements with the federal government for the coordination of their implementation responsibilities.

Other Human Resource Information

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
3	3	2	1	-

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
-	-	-	-	-

Transfer Assignments (In)				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
5	3	2	1	2

Transfer Assignments (Out)				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
2	2	1	1	-

Activities Associated with Staff Training & Development

DAAIR supported the participation of staff in a number of professional development and training opportunities, including the GNWT's Leadership Development Program and a conflict resolution certificate program offered through the Justice Institute of British Columbia. This specialized negotiations training is coordinated by DAAIR and also offered to staff in other departments across government.

DAAIR continues to take a proactive approach to succession planning and the development of managers and staff through developmental transfer assignments and ongoing training and mentorship. It is expected that these individuals will receive ongoing mentorship and training that will allow them to be successful in more senior roles within the department and the GNWT in the future.

g) Information Systems and Management

Overview

The Technology Services Centre provides Information Technology support to DAAIR. The department does not have a separate IM/IS plan or strategy. The IM/IS infrastructure currently in place fulfills the needs of the department.

Planned Activities - 2012-13

The department does not anticipate any IM/IS initiatives during 2012/13.